

Air War College Master of Strategic Studies and Diploma Program

Internet address

<http://www.au.af.mil/au/awc/awchome.htm>

Mission. *To prepare students to lead in a joint, interagency and multinational environment at the strategic level across the range of military operations; to develop cross-domain mastery of joint air, space, and cyberspace power and its strategic contributions to national security; and to advance innovative thought on National Security, Department of Defense and Air Forces issues.*

The War Department established the Air War College (AWC) in 1946 at Maxwell Field, Alabama, and the college has operated continuously since then except for a six-month period during the Korean conflict. To accomplish the AWC mission, students demonstrate mastery of dual challenges—academic enhancement and professional development. To meet these challenges, the college develops the knowledge, skills, and attitudes in its students that are significant to the profession of arms with emphasis on air, space, and cyberspace and its application in joint and multinational warfighting.

AWC is comprised of a command section, two academic directorates (Academic Affairs and Distance Learning), and one support directorate (Student Operations). Within Academic Affairs, the program is developed and delivered through three departments—the Department of Leadership and Strategy, the Department of Warfighting, and the Department of International Security Studies. Within Distance Learning, the curriculum is based on the resident curriculum and covers all of the topics.

Faculty. Air War College's unique mission requires a distinctive mix of faculty qualifications and credentials. Traditional civilian academics provide the depth and breadth of subject-matter expertise to guarantee the academic rigor of the College's offerings while simultaneously ensuring adherence to validated pedagogical theory and practice. Military officers contribute unparalleled currency and expertise in the operations topics critical to the Colleges' success.

Learning Outcomes

AWC has adopted five program learning outcomes specific to the five core-curriculum areas designated in the Air University Continuum of Education Strategic Guidance. AWC's approach to learning in each of these areas is explained below:

- **Learning Area 1: Profession of Arms Emphasis.** Graduates are capable of leading in a joint environment at the strategic level across the range of military operations.

- **Learning Area 2: Warfare Studies Emphasis.** Graduates make sound judgments on the cross-domain use of joint air, space and cyberspace power to maintain national security.
- **Learning Area 3: Leadership Studies Emphasis.** Graduates are prepared to exercise transformational leadership at group/wing command and above levels in service, joint, and coalition settings.
- **Learning Area 4: International Security Studies Emphasis.** Graduates are equipped to advance innovative thought on national security, Department of Defense and Air Force issues.
- **Learning Area 5: Communication Studies Emphasis.** Graduates can communicate complex information in a clear, concise and logical manner in both written and oral formats.

Curriculum

The AWC resident program class membership includes officers from each US military service, civilian employees of federal government agencies, and officers from the international community of nations.

All US students will be dually enrolled in the AWC senior-level professional military education (PME) program and the AU master of strategic studies degree program and, therefore, must meet admission requirements for the master of strategic studies degree. The AWC PME program includes Joint Professional Military Education (JPME) as defined for senior-level colleges in the Chairman of the Joint Chiefs of Staff (CJCSI) 1800.01D, *Officer Professional Military Education Policy*.

International Fellows who qualify for entry in the AWC program are enrolled in the AWC senior-level PME program, and may choose to apply for admission to the master of strategic studies degree program.

Duration. The resident program consists of 10 months of graduate-level study. As the senior Air Force PME school, AWC annually educates about 240 resident students from all US military services, federal agencies, and 45 other nations.

Eligibility. Lieutenant colonels and colonels or the equivalent in sister service rank or civil service grade are eligible to attend AWC. The Central Senior Service School Selection Board, Headquarters USAF, selects Air Force active duty officers who have demonstrated an outstanding potential for senior command and staff positions to attend AWC. Additionally, US Air Force Reserves (AFRES) officers, Air National Guard (ANG) officers, officers from other US military services, officers from other nations, and US federal civilians are selected to attend by their respective personnel systems. Reference AFI 36-2301, *Professional Military Education*, and the Education and Training Course Announcements (ETCA) Web site at <https://etca.randolph.af.mil> for additional information.

Admission Requirements for the Master of Strategic Studies Degree

- **International Fellows.** To be admitted to the Master of Strategic Studies degree program, selected individuals must (1) present proof of academic capability by either holding a qualifying undergraduate degree (US bachelor's degree or its equivalent) or meet academic credentials admission requirements through the portfolio admission process; and (2) meet the AU score standards for the Internet-Based Test (iBT) and Computer-Based Test (cBT) of the Test of English as a Foreign Language (TOEFL) unless from an English speaking country, and complete the TOEFL for scores to be submitted to the AU Registrar's Office in accordance with AU deadlines.
- **U.S. Students.** Sister service and civilian students provide the AU Registrar's Office with an official undergraduate transcript. Students must request this transcript directly from the college/university of the earned degree and have that institution forward it to the AU Registrar's Office.

Graduation Requirements. Students fully admitted to the degree program must complete the AWC resident program depicted in the curriculum summary below. Students must achieve a grade of "C" or higher on each academic course with an overall grade point average of at least 3.00 on a 4.00 scale, achieve a "Pass" in the wargame, and fully participate in the National Security Forum and Commandant's Leadership Series.

Curriculum Summary

Course Title	Semester Hrs
EL 6000 Electives	4
RES 6100 Research	5
LD 6200 Joint Strategic Leadership	3
NSDM 6300 National Security-Decision Making	3
FS 6400 Foundations of Strategy	5
WAR 6500 Warfighting	6
RCS 6600 Regional and Cultural Studies	4
GS 6700 Global Security	3
WG 6800 Global Challenge Wargame	3
TOTAL	36

Note. All courses must be taken in residence at AWC. Courses taken in the distance learning program may not be used to satisfy course requirements of the resident master's degree or diploma.

Resident Diploma. Students who do not meet the admission requirements for the degree program are, on a case by case basis, allowed to attend AWC and will, upon graduation, receive the Air War College Resident Diploma but will

not be awarded the master's degree. Students may not opt out of the master's degree program after admission. Students in resident diploma status cannot be considered for the degree once diploma status is established. International Fellows receiving the diploma participate in core (6200-6800 series) and elective courses, Global Challenge Wargame, National Security Forum, and the Commandant's Leadership Series. Students earning the diploma may enroll in the research course. Core courses completed for the diploma are graded on a Pass/Fail basis; elective courses are taken in an audit status.

Course Descriptions

The AWC resident curriculum includes core curriculum and an elective program. The core curriculum consists of four major areas: leadership and ethics, international security studies, national and military strategy, and joint warfighting. The AWC resident curriculum consists of the following course offerings by the Associate Dean of Academic Programs (DEX); the Departments of Leadership and Strategy (DEL); Warfighting (DEW); and International Security Studies (DEI).

RES 6100 Research

5 semester hours

The research requirement is designed to allow students to perform in-depth critical analysis on a subject of U.S. national security interest. The research process provides the opportunity to improve student argumentation and expression skills while creating products that address strategic and operational issues and topics vital to the national security community and its senior leadership. For the successful completion of the Research requirement, students must produce a professional studies paper (PSP) that does not exceed 5,000 words or approximately 20 pages in length. Most research will be conducted as an individual effort, but the AWC may offer selected students the opportunity to complete this requirement via a faculty-led group research project. The Research course has the following objectives:

- To improve student critical reasoning and writing skills under faculty mentorship;
- Provide students with techniques to find, sort, and assess the facts relevant to a topic of professional interest. Share the results of student research, writing, and analysis with key decision makers; and
- To motivate and help students write articles and essays for publication in major strategy and policy journals.

Resident diploma pass/fail grade status for this course will be coded as “-P” after the course number.

LD 6200 Joint Strategic Leadership

3 semester hours

Joint Strategic Leadership is designed to introduce and develop the concepts and skills required of professional leadership through an examination of

responsible command, leadership, and management practices. Successful leadership at the strategic level in today's environment calls for unique sets of knowledge, skills, and abilities. The course of study facilitates these objectives through thoughtful reflection, critical assessment, creative thinking, and consideration of the issues found in the current volatile, uncertain, complex, and ambiguous environment. At the conclusion of the course, the students will better understand the leader's role as a change agent for their organization and the expanding challenges of leading at the Strategic level. Resident diploma pass/fail grade status for this course will be coded as "-P" after the course number.

NSDM 6300 National Security and Decision Making

3 semester hours

The National Security and Decision Making (NS-DM) course assesses the context and processes for developing US security strategy and policy as well as the use of the national instruments of power in support of that policy and strategy. The context assessment encompasses the overarching political and economic currents that influence global, regional and national security environments. The course also assesses the influence of various institutions and factors on the national security decision making process including individual psychology, bureaucratic politics, Congress and the Presidency, interest groups, public opinion, think tanks, civil-military relations, intelligence, and the interagency process. The course synthesizes context and processes by analyzing the politics of planning, developing and acquiring military forces. To enhance the practical elements of the curriculum the course includes instructional periods that incorporate State Department members in the seminar. Resident diploma pass/fail grade status for this course will be coded as "-P" after the course number.

FS 6400 Foundations of Strategy

5 semester hours

Foundations of Strategy is designed to develop senior leaders who can: think incisively about, develop and implement strategy at the highest levels of war in the context of national policy objectives and available resources; work comfortably while considering a broad range of strategic issues which constantly change depending upon a range of circumstances at the local, national and international level; and work effectively in a joint and multi-national environment. The course pays special attention to strategy development for the venues of air and space, and to the impact of air power on national and military strategy. The course uses seminar discussions, readings, lectures, case studies, practical exercises, and student-written (and briefing) products to facilitate the evaluation of various themes such as the challenges of strategy development, strategy implementation and strategy analysis, the influence of politics across the full spectrum of warfare, the importance of local circumstances, the challenges of converting military victory into political success, the challenges of coalition warfare, and the challenges of warfare in an

age of information and globalization. The course also serves as the foundation for further study in other resident courses that examine the national security decision-making process and the application of military power as a means to attain national objectives. Resident diploma pass/fail grade status for this course will be coded as “-P” after the course number.

WAR 6500 Warfighting

6 semester hours

The Department of Warfighting develops senior leaders with the skills to plan, deploy, employ, and control US and multinational forces throughout the range of military operations with an emphasis on air, space and cyber space forces as they contribute to joint, multinational, and interagency operations. The Warfighting curriculum is composed of two closely related sub-courses. In the first course, Joint Forces, our students synthesize and evaluate current and emerging joint warfighting/enabling capabilities with special emphasis on the employment and sustainment of air, space and cyberspace forces in a joint, interagency, and multinational military environment. Concurrently, the course analyzes how WMD/E, IO, cyberspace operations, SSTR, joint intelligence, joint logistics and strategic communications are integrated to support the national military and national security strategies as well as how information operations support achieving desired effects across the spectrum of national security threats. In the second course, Joint Planning, students analyze the joint operation planning process through which combatant commanders set the military conditions for attaining national and coalition objectives as both a supported and supporting instrument of power. Our intent is to prepare each AWC student for agile, proactive and future-focused national security planning. Resident diploma pass/fail grade status for this course will be coded as “-P” after the course number.

RCS 6600 Regional and Cultural Studies

4 semester hours

The Regional and Cultural Studies (RCS) course is an integral part of the curriculum, preparing senior leaders to evaluate the socio-economic, political, cultural, and security issues within a particular region. To meet the challenges of the Air and Space Expeditionary Force, the RCS course provides students the opportunity to evaluate an area of the world where a unified combatant commander must implement the national military strategy in support of US security policy. The RCS course provides the opportunity for students to gain unique perspectives by studying and visiting one of approximately 13 regions. During the third term, students complete 32 classroom hours (16 instructional periods) of focused academic preparation. The regional field study allows students to discuss security policy issues with senior political, military, cultural, and academic leaders. Logistic and administrative preparation and travel planning for the regional field research is accomplished throughout the academic year. Resident diploma pass/fail grade status for this course will be coded as “-P” after the course number.

GS 6700 Global Security**3 semester hours**

The Global Security (GS) course is designed to give students the ability to evaluate today's complex, interdependent, and dynamic international system and how it affects global, regional, and national security. The course uses a comparative approach to, identify growing and emerging security concerns, analyze power politics from a region-to-region perspective, examine the roles nations and non-state actors play in addressing key issues that shape the global environment, assess potential challenges to US security, and evaluate the relationship between economic factors and international security. The GS course follows and is symbiotic with the Regional and Cultural Studies program. It capitalizes upon student experience from their RCS academics and field study. Resident diploma pass/fail grade status for this course will be coded as "-P" after the course number.

WG 6800 Global Challenge Wargame**3 semester hours**

AWC conducts this six-day, unclassified capstone war game (set 10 years in the future) at the strategic and operational level with full play by the entire student body and faculty. As a summative application of the knowledge, skills, and attributes gained during the academic year, the Global Challenge (GC) mission focuses on experiential learning verses doctrinal experimentation and research. With that mission, it challenges students to assess (critically think, creatively address, and decisively communicate) complex scenarios in a time-constrained environment, prepare and defend courses of action (COA), and pursue national objectives using all the instruments of national power (diplomatic, informational, military, and economic while applying an understanding of regional cultural issues) as directed by the GC president (a faculty member). Faculty teams and subject-matter experts manually adjudicate game play to ensure synthesis of critical issues affecting national policy within the various regions of the world. The faculty's mission in directing game play and adjudicating student actions is to shape game inputs that realistically reinforce joint professional military education and AWC learning objectives. As objectives are met, the game continues its spiral development by presenting continual challenges to test student critical thinking and synthesis of the instruments of national power. To this end, GC supports these objectives:

- Distinguish the uniqueness of strategic-level leadership and apply competencies required by strategic leaders.
- Evaluate the national security challenges and opportunities in a future operating environment.
- Apply elements of national power in designing effects based plans.
- Apply national security and national military strategies in developing plans to achieve desired effects across the full range of military operations.
- Evaluate the role of air, space, and cyberspace power in joint, unified,

interagency, intergovernmental, and multinational operations.

- Synthesize theater strategies, estimates, and campaign plans to employ military power in a joint, unified, interagency, intergovernmental, and multinational environment.
- Synthesize critical elements, enablers, and processes that define the strategic environment in peace and war.

The wargame is graded Pass/Fail.

Electives Program

All students must complete either two 2-semester hour courses or one 4-semester hour course in the electives program. The electives program has two major objectives:

- Enhance and complement the core curriculum by providing students with opportunities to achieve greater depth and breadth of understanding in issues of special interest.
- Provide the AWC curriculum with the flexibility to adapt quickly to changes in the international and domestic security environments.

EL 6122 Directed Study

2 semester hours

Students interested in intensive work on a particular topic can develop, with a faculty member, a resource proposal and reading list designed to give them in-depth understanding of the subject. Enrollment is limited and requires approval of the associate dean of academic programs. Not available as an audit status course.

Leadership and Strategy Electives

EL 6401 Military Innovations and Effectiveness

2 semester hours

This course examines the role of culture, politics, technology, organizations, and individuals in the process of change within societies and military institutions. Through a series of case studies, students will evaluate the relative influence of these factors in encouraging or inhibiting military innovation. This course is offered to selected students only.

EL 6441 Command and Conscience

2 semester hours

In a prudent and practical manner, this course examines a variety of topics of immediate professional concern to the commander. How does today's leader, for example, resolve the tension inherent in the occasional clash of command responsibility and ethical imperative? To whom or to what, for instance, does the leader owe the highest loyalty--to his superior? to the Constitution? to his religious and philosophical judgments? Which has priority--mission or men? If integrity is--as it must be--the heart of the officer corps, it must first be examined before it can be assimilated. This course, then, inquires into the

nature of military integrity. Resident-diploma students receive audit status for this course.

EL 6442 Right, Wrong, and In-Between: Ethics and Senior Leaders

2 semester hours

This traditional liberal arts course emphasizes analysis of what is publicly advertised or socially accepted as “good.” It is a challenging examination of those “core values” which have, over the centuries, been the answers to the questions, “What is the best way to live?” “What is the best way to lead?” Resident-diploma students receive audit status for this course.

EL 6443 Just War: Classical Wisdom and Contemporary Conflict

2 semester hours

Despite Clausewitz’s famous dictum, “war is an act of force that can theoretically have no limits,” political, military, religious, and social leaders do seek to restrain both the occasions for war and the means of fighting. Just war theory is useful for structuring the terms of debate about the justice and injustice of particular wars and tactics. Any question of significance to students (regarding ethics and war) will be fair game in this seminar. Resident-diploma students receive audit status for this course.

EL 6444 Expeditionary Leadership in World War II

2 semester hours

Eric Larrabee’s Commander in Chief is as good a case study file of biographies of World War II leaders as appears anywhere. This course will dissect Larrabee’s biographies as well as look at James Stokesbury’s short history of the war to provide reference points and target sets. Resident-diploma students receive audit status for this course.

EL 6445 Legally Leading the Fight

2 semester hours

This seminar analyzes the evolving responsibilities of commanders as the US military continues to prosecute the war on terrorism and carries out its missions in a developing political and legal landscape. The course focuses on the role of group and wing commanders in the interface of operations and law to support national security. Resident-diploma students receive audit status for this course.

6446 Law and the Use of Armed Force

2 semester hours

This courses analyzes the nature, scope, and contemporary application of just war doctrine and of several of the conventions, customs, and principles underpinning the legitimate use of armed force as an instrument of policy. The course will examine the origins and development of just war doctrine, contemporary norms of international law and the principles underpinning the contemporary law of armed conflict. Finally, the elective will address the issues of enforcement of international law. Resident-diploma students receive

audit status for this course.

EL 6451 Visions of Future Warfare, Past and Present

2 semester hours

This course provides an opportunity to analyze current visions of future warfare ranging from predictions of “Fourth and Fifth Generations of Warfare” to prophecies of twenty-first century wars fought by robots and UAVs to visions of asymmetric warfare in the cyber-domain and economic sphere. The course provides a framework for assessing these predictions critically by examining the historical accuracy of past predictions of future warfare. Resident-diploma students receive audit status for this course.

EL 6455 Group Research: Blue Horizons (Classified, US Personnel)

4 semester hours

This study, led by the Center for Strategy and Technology, examines the rate of technological change now and assesses the implications for air and space power employment in the future international security environment. The study’s participants will be organized into four research teams. Individual and group white papers will be produced, as well as an executive summary of the entire report. The Air Force chief of staff is the external sponsor for this study.

6459 Why Can’t We All Just Get Along? Debating the Big Questions about War and Peace

2 semester hours

Policymakers frequently complain that the academic study of International Relations (IR) has produced little in the way of useful knowledge. The reigning perception is that most IR scholarship is either irrelevant or inaccessible. In this course, we bridge the theory-policy divide by an overview of some important contributions IR scholars have made to the study of international security. The overarching goal is to assess what, if anything, the military profession can learn from the security studies literature. Resident-diploma students receive audit status for this course.

EL 6460 Civil-Military Relations and Senior Leadership

2 semester hours

This course examines the concept of civil-military relations as expressed in the relations between senior civilian and military leaders. Is there a clear distinction between the roles & responsibilities of senior civilian and military leaders? Are officers professionals in whose realm civilians are ill-equipped and ill-advised to meddle? Does military professionalism extend to the strategic realm of policy? These views are examined theoretically and through case studies of senior leader interaction. The students will develop their own points of view on these fundamental questions in an examination on the final day of class. Resident-diploma students receive audit status for this course.

EL 6462 Why Insurgencies Win (and Lose)**2 semester hours**

This course assesses the phenomenon of materially weak insurgent victories over far more powerful states by examining the relatively small literature on this timely subject. Explanations of insurgent victories include superior political will and readiness to sacrifice blood and treasure, superior strategy, nature of the enemy regime, and the availability of foreign assistance. Resident-diploma students receive audit status for this course.

EL 6464 Strategies of Coercion**2 semester hours**

This course addresses the intellectual foundations of airpower strategy, focusing upon how the threat or use of airpower can achieve political objectives. It discusses coercion theory, the history of coercive airpower strategies, and the operationalization of these strategies in planning the use of airpower in anticipated and actual conflicts. In addition, the course evaluates the strengths, weaknesses, disappointments, and triumphs of these strategies. Resident-diploma students receive audit status for this course.

6467 The Vietnam War: What Happened, and Does It Matter?**2 semester hours**

The course addresses the causes, character, and consequences of the Vietnam War. It focuses on the war's strategic dimensions, U.S. decision-making, and the elements of Communist success and American failure. The course seeks to familiarize students with the main events and issues of the war as well as the differences in interpretation by contending historians and political commentators. A major course objective is to identify and examine strategic lessons of the war and to assess the applicability of those lessons to the U.S. war in Afghanistan. Resident-diploma students receive audit status for this course.

6469 War and Ideologies**2 semester hours**

Values and perspectives help determine normative standards of human behavior and these, in part, serve to influence individual and collective behavior. The course will examine a variety of ideological and philosophical perspectives and certain non-Western perspectives, including Islamic, Hindu, and classical Chinese perspectives concerning the legitimate use of armed force. Finally, these various perspectives concerning the legitimate use of armed force will be used to as a basis for formulating individual beliefs and approaches concerning the decision to legitimately resort to the use of armed force and the degree to which force should be limited in its application. Resident-diploma students receive audit status for this course.

6471 Development of Expeditionary Airpower**2 semester hours**

The United States Air Force, and a number of its closely allied air power partners, have considerable experience in employment of air, and later air and

space, power in an expeditionary role. Understanding through evaluation of how the operational and strategic concepts of employment developed is the focus of this course. Resident-diploma students receive audit status for this course.

EL 6472 Communicating for Effect: Winning in the Information

Battlespace

2 semester hours

Senior military leaders must understand the information environment; how it can be exploited for military gain; the statutory and policy limitations our government places on the exploitation of information and the communications channels it passes through; what effects various public affairs actions, integrated into information operations, can generate on US citizens, allies, and adversaries; what measures must be taken to safeguard information and the communications channels it passes through; and how the evolving opportunities and challenges in the information environment affect military decision making. This elective provides a broad-brushed approach to how military information operations contribute to the exploitation of the information environment in the successful mitigation of information operations. This approach explains how the unique capabilities of joint public affairs operations contribute to achieving effects to ensure successful joint force operations. Resident-diploma students receive audit status for this course.

6473 Navigating *Terra Incognita*: Cultural Tools and Perspectives for Today's Senior Leader

2 semester hours

From Bagram to Balad and Haiti to HOA, today's Airmen operate across cultures, working daily with host nation counterparts, NGOs, IOs and civil society. The QDR, GDF, ISAF Commander's Guidance and other key documents make it clear that culture is now a core warfighting skill in DoD. This places enormous expectations on senior officers to adapt their leadership and strategic skills, yet most force development efforts to date have focused on junior personnel and operational requirements. This elective fills this void, providing a concrete set of tools and perspectives to help them fly, fight and win in culturally complex environments. Resident-diploma students receive audit status for this course.

EL 6474 Getting from Good to Great - Continuous Process Improvement (CPI) for Strategic Leaders

2 semester hours

This course is designed for highly motivated students who see the ongoing need to improve our core military functional processes. The realities we are faced with in today's military are flat (or decreasing!) defense budgets, continuing personnel shortages, and the absence of near term solutions to recapitalize our aging equipment. The fact is we are facing increasing pressures at all organizational levels to simultaneously operate efficiently and effectively. Utilizing books written by the most respected authors in the field of

study, guest speakers, visual media, site visits, and military position papers students will gain a detailed understanding of recent military efforts to transform to a culture of continuous process improvement (CPI). Resident-diploma students receive audit status for this course.

Warfighting Electives

EL 6515 Defense Acquisition: Providing Military Capability to the Warfighter **2 semester hours**

Defense acquisition is a political and administrative process by which the Department converts material resources into military capabilities. This course will examine the basics of acquisition, including research, development, test, and evaluation (RDT&E), procurement, and life cycle support. It also will examine the intersection with the user community, as well as with industry and foreign states. As the acquisition system evolves continually, the course will study some of the internally and externally driven changes affecting the current process. Resident-diploma students receive audit status for this course.

6517 Mass Media and the Culture of American Warfighting **2 semester hours**

This elective examines the significant influence of written, spoken, and visual media in reflecting and shaping the US military's public and strategic image, as well as its strategy, doctrine and warfighting policies. From the beginning of World War I through the interwar years, to World War II, the Cold War years and on into the 21st century, students will review, synthesize and analyze a host of written, spoken and visual media examples and case studies affecting American warfighting culture. Resident-diploma students receive audit status for this course.

EL 6539 America's Air Force **2 semester hours**

The course examines a 21st Century United States Air Force, capabilities, forces, service strategies, doctrine, military operations and the unique service culture. Its goal is to illustrate the Air Force's strategic value to the nation. The course emphasizes analyzing emerging concepts of airpower roles in the joint and coalition warfighting environment. A field trip is used to reinforce lesson objectives and is mandatory for elective participants. Resident-diploma students receive audit status for this course.

EL 6540 Air Mobility and the Defense Transportation System **2 semester hours**

This elective provides students a better understanding of the current and evolving capabilities of mobility and the critical role it plays and will continue to play during peace, war, and operations other than war. During the course, class members will draw from historical references, student case study

presentations, classroom discussion, and guest speakers to gain a better understanding of how mobility resources and capabilities evolved, future directions in air mobility, and the impact on our current and future national security and military strategies. Resident-diploma students receive audit status for this course.

EL 6541 Navy and Marine Corps Expeditionary Forces

2 semester hours

This course is designed to provide students a comprehensive introduction into Naval Expeditionary Warfare. It covers current Navy and Marine Corps strategy and doctrine, emphasizing Navy/Marine Corps force planning, forces and capabilities, and military operations. Students will be given comprehensive briefings on US Navy and Marine Corps operations in support of joint strategy, will participate in panel discussions and case studies, and will travel on field trips for hands-on reinforcement of lessons. Resident-diploma students receive audit status for this course.

EL 6542 Command and Control of Air and Space Power

2 semester hours

This course is designed as a base-level introduction of past, current, and future issues concerning the joint force air component commander (JFACC). It is specifically intended for operators who may be assigned to a JFACC or Joint Air Operations Center (JAOC) staff. This course addresses the roles, operations, command relationships, and responsibilities of the JFACC in support of a joint force commander (JFC). It is not intended for experienced JFACC or JAOC staff officers. A blue-ribbon panel of retired general officers whose expertise is in command and control and the application of air and space power will mentor students in this course. Resident-diploma students receive audit status for this course.

EL 6543 America's Army

2 semester hours

This course is specifically designed for non-Army students who want to gain greater understanding about the Army. The Army is thoroughly explored, with a strong emphasis on how history and heritage influence current force and doctrine. Students will gain a comprehensive awareness of Army culture and develop an appreciation for what the Army can provide to a regional combatant commander or joint task force commander. This course builds a solid foundation of knowledge about the Army, including the US Army's force structure and capabilities, doctrine, terminologies, and idiosyncrasies. Students analyze and evaluate Army doctrine relative to their own service and the joint community. The goal is to ensure students understand what it looks, feels, and smells like to be a soldier. Class culminates with a three-day practical exercise/map exercise, to validate classroom instruction. Resident-diploma students receive audit status for this course.

EL 6544 Intelligence, Surveillance, and Reconnaissance (ISR) for the Warfighter (Classified, US Personnel)

2 semester hours

Joint Vision 2020 calls for decision superiority—making and implementing better decisions faster than the adversary can react. Decision superiority is only achieved through the full integration of intelligence, surveillance, and reconnaissance (ISR) operations into the military campaign. This course addresses ISR as a weapons system for strategic and operational campaign planning and execution: the intelligence mission, organization, activities, and processes; how ISR operations are integrated into air and space operations; capabilities and limitations of the seven intelligence disciplines; and challenges of meeting the increasing information needs of commanders, planners, and operators.

EL 6545 Special Operations: Then & Now (Classified, US Personnel)

2 semester hours

This course provides an understanding of the organization, capabilities, and missions of US special operations forces (SOF) with particular focus on their support to the combatant commanders. It provides an awareness of the roles of the assistant secretary of defense for special operations and low-intensity conflict and the Joint Staff J-3 Special Operations Division (J-3 SOD). The course analyzes the integration of joint SOF capabilities with conventional forces; looks at SOF equipment, training, and support; and considers mission employment, civil affairs, and psychological operations.

EL 6546 Total Force

2 semester hours

From the initial vantage point of a historical review of the Air National Guard (ANG) and Air Force Reserve (AFRES), students engage in discussions surrounding the compelling issues affecting the total force today and through the next decade. Some suggest that we will transition to a militia nation once again. What is the right force mix for the active and reserve components? The course will include a sprinkling of outside speakers, field visits, and teleconferences with the top leaders of the Air Reserve components. It will give students the opportunity to establish multidimensional views on the issues at hand. Resident-diploma students receive audit status for this course.

EL 6548 Intelligence, Surveillance and Reconnaissance (ISR) Requirements for Cyberspace (Classified, US Personnel)

2 semester hours

This course explores the concept of ISR and cyberspace as a domain, starting with doctrine, definitions, and threats. Legal challenges based on laws and directives will also be covered as well as sister service perspectives on cyberspace.

EL 6551 Group Research: Nuclear Threats, Countermeasures, and Enterprise (Classified, US Personnel) 4 semester hours

Nuclear weapons have played a significant role in our national security for over 60 years and will continue to be critical in our defense strategy for the foreseeable future. However, recent incidents within the Air Force have exposed what the BRR (Blue Ribbon Review of Nuclear Weapons Policies and Procedures) referred to as “an erosion of the culture of ‘nuclear excellence.’” Students will examine and research the evolution of the nuclear enterprise, and focus on state and non-state nuclear challenges to the United States and our allies, as well as on appropriate countermeasures to such threats. The culmination of student research efforts will be a briefing to the USAF CPC sponsors to include the leadership of HQ USAF/A-10.

EL 6552 Strategy, Technology, and War 2 semester hours

Military innovation requires technology as well as the right people to put in place the appropriate doctrine and organizational structures and processes. This framework can be used to analyze past innovations and deduce lessons for implementing future innovations. This course examines the relationship between strategy and technology and the impact of technological breakthroughs on military strategy. The last portion considers future technologies, particularly those related to the genetics, nanotechnology, and robotics revolution, using recent works by Kurzweil, Garreau, and Hall. Resident-diploma students receive audit status for this course.

EL 6553 National Reconnaissance Office (NRO): An Independent Space Force 2 semester hours

The National Reconnaissance Office is grounded in our nation’s need for strategic reconnaissance. After World War II, the Air Force began to investigate the feasibility of a reconnaissance satellite; such a spaced-based system would complement existing airpower capabilities. From these initial aspirations, the Eisenhower Administration created the foundations for the first independent space force: the National Reconnaissance Office. The course begins with overviews of early technological innovations and their impact on strategy by Howard and transitions to Houchin’s Industrial Age case study of theater strategic reconnaissance in the American Civil War. These are followed by a discussion of the history of technology by Kranzberg and a few insights regarding NRO acquisition by Battle. Resident-diploma students receive audit status for this course.

EL 6554 Space Operations (Classified, US Personnel) 2 semester hours

This course is for students with a minimal knowledge of space operations. It will address space issues from the perspective of all services as well as an international view. We will discuss the capabilities, limitations, vulnerabilities and dependencies of all space systems, then analyze the command and control of space forces. We will assess how space systems affect US freedom of action

in joint warfighting, including the integration of space in the domains of land, sea, air, and cyber. Students will assess space-focused ideas that may enhance national security, and will visit space organizations to gather information to evaluate current and future space systems.

EL 6560 Homeland Security and Defense (Classified, US Personnel)

2 semester hours

This course examines the threats to and vulnerabilities of the United States homeland, and the actors, organizational structures, plans, policies, programs, and resources required to secure and defend the country. During the Cold-War era, only sovereign nations had the ability to create mass casualty and society-destroying events. Today, we are in an era when individuals and small groups can inflict this type of misery. Given this asymmetric threat, homeland security and defense has become a top national priority. It is essential to have a strategy to protect and defend our nation. The Al Qaeda attacks on the World Trade Center and the Pentagon on September 11th, the subsequent anthrax attacks, thwarted 2006 airline mishaps, and the ongoing war on terrorism all highlight the need to secure and defend the American homeland.

EL 6582 Non-Lethal Weapons: Support to 21st Century Warfare and Homeland Defense

2 semester hours

This course describes and analyzes the efforts and the issues that underlie non-lethal weapons. It addresses the past use of these weapons, defines capabilities that could be made available to our armed forces, analyzes their incorporation into US military doctrine and strategy, and examines the medical, legal, and public awareness issues involved in their development and use. Resident-diploma students receive audit status for this course.

EL 6590 JCLASS Blue Team (Classified, US Personnel)

4 semester hours

EL 6591 JCLASS Red Team (Classified, US Personnel)

4 semester hours

The Joint Land, Aerospace and Sea Simulation (JCLASS) course is a future war game that focuses students at the operational and strategic levels of warfare. Selected students from all of the Senior Level War Colleges participate in the war game. AWC contributes two teams to the effort. The “Blue Team” plays the role of USCENTCOM’s Joint Planning Group, responsible for developing options in response to regional crises in their AOR. The “Red Team” plays the role of Iran’s senior leadership, developing a national security strategy to survive and thrive in the Middle East. The game is divided into a distributive phase and an actual warfighting phase. In the distributive phase, students will collaborate and plan with War College counterparts using the CFAST web-based tool. The actual wargame will bring all students together at Maxwell’s Air Force Wargaming Institute allowing them to execute their plans in a dynamic environment. JCLASS Phase-I consists of 30 contact hours over 10 instructional periods, and JCLASS Phase-II involves 30 hours during the six-day

exercise. Enrollment in this course is through the JCLASS Course Director only.

EL 6595 Group Research: Space Issues (Classified, US Personnel)

2 semester hours

This research course will assess how space capabilities, limitations, vulnerabilities and dependencies affect US freedom of action in space. The course will evaluate the integration of space with the domains of land, sea, air, and cyber, as well as the command and control of space forces. Students will consider space-focused ideas that may enhance national security, and will evaluate current and future space systems. Specific issues will receive additional emphasis as students define their Professional Studies Paper topics; students will be matched with PSP advisors during the course.

EL 6596 Group Research: Cyberspace & Information Operations

(Classified, US Personnel)

4 semester hours

The purpose of this seminar—led by the Cyberspace & Information Operations Study Center—is to focus on the integration of information operations (electronic warfare, network warfare, and especially influence operations) supporting a joint force commander. Issues ranging from the technical/scientific through the ethical/legal will be discussed. Students write their PSP on an information operations topic related to research projects from Cyber Command, Eighth AF, and other organizations.

International Security Studies Electives

EL 6743 Globalization

2 semester hours

The course will familiarize the student with the different trends that are underway in the globalization process and how they impact on U. S. grand strategy and national security interests. This course examines globalization in several parts. First, it attempts to identify the scope of globalization. Second, it looks at specific trends in the globalization process—how the world is getting economically, technologically, and demographically integrated. Third, it examines the cultural impact of globalization. Lastly, it discusses the security implications of globalization for state actors. Resident diploma students will receive audit status for this course. Resident-diploma students receive audit status for this course.

EL 6744 Between Power and Plenty: International Economics and National Security

2 semester hours

The ongoing financial crisis has highlighted the importance of economic factors in the foreign and domestic policies of the United States and other countries. What are the United States' economic interests? Does the international economic system make the United States more or less secure? Will the economic growth of China, India and other developing countries undermine the existing system of international economic management that was

in large measure created by the United States? Are the political structures that regulate world financial and trading markets sufficient to manage crises or are fundamental reforms required to provide sustained stability in international economic relations? This course examines the evolution and functioning of the major countries, institutions and issues in the international economic system as a way of analyzing the relationship between international politics and international economics. The purpose of the course is to critically evaluate the current structure of the world economy and analyze whether it contributes to or undermines the long-term interests of the United States. Resident-diploma students receive audit status for this course.

EL 6746 Psychology of Decision Making

2 semester hours

How do people make decisions? What mistakes do decision makers often commit? How can the decisions of others, including potential allies and enemies be better understood? What can I do to become a better decision maker? The purpose of this course is to explore how psychologists answer these questions and what they have to offer to the strategic decision maker in the field of national security. The course will examine such questions as: How should one deal with the overwhelming amount of information that inevitably confronts the strategic decision maker? What are the promises and perils of using the lessons of history or intuition in the strategic decision making process? How should the issue of risk-taking be addressed? How can emotions, stress, culture, and personality affect the decision making process? What is the best way to manage decision making groups? We will examine these questions each class by looking at specific cases of decision making in the realm of national security. Throughout the course our focus will be on how a psychological perspective may help us become better decision makers at the strategic level. Resident diploma students will receive audit status for this course.

EL 6747 Cultures of Violence

2 semester hours

This course examines areas and activities around the world where chronic violence has created ungoverned spaces and anarchic behavior. The course looks at such phenomena as 'hyper-gangs', militia warfare, organized criminal groups and traditional armed groups such as the pastoral warrior societies of East Africa. The seminar will also consider activities that flow from and to the cultures of violence, such as arms trafficking, resource theft, the conduct of refugee communities, child soldiers and trafficking in humans and drugs. We will look at, amongst others, urban gangs in Latin America and Papua New Guinea; militias in Africa; tribal and ethnic groups in Yemen, Somalia and Pakistan; organized crime in the Caribbean and Europe. This course is concerned with behavior, activities and areas that fall through the cracks when studying more formal state-on-state conflict. This seminar will investigate the messy and dangerous world where violence is endemic and where such violence has created its own environment of power politics, control structures

and aberrant economic activity. Resident-diploma students receive audit status for this course.

EL 6750 Negotiation Theory and Application

2 semester hours

This course develops a critical understanding of and ability to apply a set of essential negotiation skills. This course develops not only your negotiating skills, but also improves your ability to assess the processes that people, groups and even nation-states go through in order to successfully resolve conflict. Consideration is given to cross-cultural factors, time constraints, negotiating styles and strategies, and assessment of involved parties. Topics include logical analysis, group problem solving, conflict management, and methods of persuasion. This course is built around faculty and guest presentations, mini-lectures, research, application and assessment exercises, and seminar discussion. Resident-diploma students receive audit status for this course.

EL 6752 Cultural Perspectives in Negotiations

2 semester hours

This course develops the understanding needed to better negotiate conflict resolution between parties with cultural and / or organizational differences in their approach to negotiations. Emphasis is placed on cross-cultural factors and their impact on the negotiating styles and strategies of the involved parties. Topics in the course include how different cultures view and use the concepts, processes and intended results of a negotiation. Resident-diploma students receive audit status for this course.

EL 6754 CIA Roles, Missions and Military Support (Classified, US Personnel)

2 semester hours

To successfully craft national security policy, the United States Government requires intelligence—accurate, timely, relevant information and analysis—about current or projected threats to US national interests. The CIA's primary mission is to support the White House by collecting, processing, analyzing, and disseminating strategic intelligence to support the policy process. The CIA supports other agencies and departments to include Defense across the spectrum of conflict. As the United States seeks to better integrate all elements of its national power, successful military leaders will need to understand the capabilities and limitations of intelligence in order to effectively use it in the planning and execution of joint, interagency, and coalition operations.

EL 6758 International Rivals (Classified, US Personnel)

2 semester hours

This course looks at the leaders and strategic cultures of countries and groups of concern to US national security. Addressed will be the political-psychological profiles of the leaders of Iran, Syria, China, Russia, North Korea, and various terrorist organizations like the Kurdistan Workers Party, Islamic

Jihad, Hezbollah, and Osama bin Laden's organization. Who are these leaders and what formed their worldview? What values and ideas do they espouse and how can they be influenced? Who in their regime or group makes what kinds of national security decisions and why? How can they be deterred from war or escalation? What is their military doctrine, and what are their military capabilities? How have they used force in the past, and what is their relationship to other states in their region and to the United States?

EL 6780 Peace and Stability Operations

2 semester hours

This course focuses on the problems of planning, deploying, sustaining, and reconstituting forces in peace and stability operations, including stabilization/reconstruction/Phase IV operations. In doing so, it examines the most important peace and stability operations of the past fifteen years and the roles played by the military. The course addresses the strategic and operational decision-making and planning processes of the United Nations, US Department of Defense, regional organizations (including NATO), and coalition partners. The course also analyzes the force structure requirements and capabilities and limitations of multinational and coalition and joint forces in meeting security objectives, especially in the execution of peace and stability operations and post-war reconstruction. Resident-diploma students receive audit status for this course.

EL 6785 Global Civil-Military Relations

2 semester hours

This course will cover civil-military relations at a comparative level. The focus will be on themes that allow comparison across the political relationships between the professional military and civil authority, to include the role of the military in both governance and security policy. This elective should be of interest to U.S. students who must understand civil-military relations not only in the U.S. but in the countries whose professional soldiers they must work within coalition situations. It will also be of interest to International Fellows who should gain a better understanding of the alternative approaches to understanding civil-military relations. Resident-diploma students receive audit status for this course.

Additional Programs

National Security Forum. The National Security Forum (NSF) is an event sponsored by the Secretary of the Air Force and hosted by AWC during the week before graduation. It is the capstone event of AWC's academic year. NSF brings together approximately 110 civilian leaders with diverse backgrounds from locations around the United States to join with the AWC class. The primary objective of the NSF is a frank and candid exchange of views on national security matters among our invited guests, AWC students, and senior military and civilian leaders. The week is devoted to exploring the many issues

that affect the current and future security of our country, focusing heavily on the role of air and space power as an instrument of national security. The forum's distinguished speakers, seminars, and social functions serve to broaden and solidify the participants' understanding of air and space power and national security issues.

Commandant's Leadership Series. The commandant and dean of Academic Affairs invite approximately 25 distinguished speakers to address the class throughout the academic year. Speakers come from the highest levels of government, military services, the press, nongovernmental organizations, and industry. They are also selected based on their stature (former prisoners of war or Medal of Honor recipients) or for their expertise on current issues. The speakers integrate leadership themes or issues with which senior leaders should be familiar. Student preparation includes critical listening, questioning the speaker, and seminar discussions. The Department of Leadership and Strategy administers this core course curriculum.

Language Programs. English as a Second Language (ESL) is taught by the International Officer School for selected international officers only and provides intensive work in the English language. Language familiarization classes taught by the Defense Language Institute (DLI) provides familiarization with the languages taught. Enhanced familiarization courses are offered once the prerequisite basic course is completed. Because these language courses are optional and not graduate-level, they do not count toward the master's degree or AWC graduation requirements. These non-credit, non-graded courses are German, Swahili, Arabic, French, Mandarin Chinese, Spanish, Russian, and Persian Farsi.